

Report No.

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE, RESOURCES AND CONTRACTS POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 9 October 2019

Decision Type: Non-Urgent Non-Executive Non-Key

Title: SCRUTINY OF THE CHIEF EXECUTIVE

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Chief Officer: Ade Adetosoye OBE, Chief Executive

Ward: Wards

1. Reason for report

This report provides a written update to inform the scrutiny of the Chief Executive at Executive, Resources and Contracts PDS Committee.

2. **RECOMMENDATION(S)**

Members are requested to note the report.

Impact on Vulnerable Adults and Children

1. Summary of Impact:
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Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Children and Young People Excellent Council Quality Environment Safe Bromley Supporting Independence Vibrant, Thriving Town Centres Healthy Bromley Regeneration
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Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Personnel

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

Introduction

Since my previous scrutiny session in May 2019, I can provide the following updates:

Transformation Programme

The Chief Officer Executive Transformation Board is meeting regularly to scrutinise the development of transformation proposals across the six workstreams in order to help reduce the Council's emerging budget gap of £31.7m by 2022/23:

1. Housing Planning and Regeneration
2. Children's Services and Education
3. Adult Social Care
4. Environment and Public Protection
5. Professional Services
6. Workplace Modernisation

All PDS Committees receive a standing item update from the Chief Officers for their associated workstreams to enable Member oversight, guidance and support as transformation proposals are in development. The six Portfolio Holders are also briefed by their Chief Officers on the work of their respective Transformation Board workstreams.

A meeting has been arranged for 11 October for Chief Officers to meet with the Portfolio Holders and PDS Chairs and begin an initial review of the identified transformation proposals across the six boards. In line with their advice, guidance and challenge, the transformation proposals will then be presented to Members for further consultation in November/December via the political Groups before reports are submitted to the relevant PDS Committee(s) as part of the budget setting process for 2020/21.

Alongside the development of transformation proposals, I have led a series of challenge sessions with the leads for each Transformation Board and the Director of Finance to ensure that any identified growth from the 2018/19 budget is appropriately mitigated separately to the work of the Transformation Programme. This will ensure that the focus of the Transformation Programme is primarily on addressing the identified £31.7m gap by 2022/23.

Key strategic updates from priorities outlined in the Transforming Bromley Roadmap:

As outlined in the Transforming Bromley Roadmap, the organisation identified eight strategic priorities to ensure the successful delivery of services to our residents. Updates against these strategic priorities are listed as below:

1. Responsible financial management strategy

- Further to the publication of the Spending Review in September 2019, we have identified potential additional income for adult social care, schools and high needs as well as further funding for homelessness, building safety, early years and further education. There will be no further reduction in core funding or public health funding.
- The impact of the Spending Review for Bromley will need to be quantified further over the coming months and the Local Government Financial Settlement is due for publication in early December 2019.
- In the longer term, a significant review of local government funding is anticipated following the publication of the three year Spending Review, the Fair Funding Review and following business rates devolution in 2021/22.

2. Maintaining organisational resilience

- The Emergency Planning and Corporate Resilience lead provides regular briefings to my leadership team on local, regional and national preparation for the UK's departure from the European Union on 31 October. I am working closely with other system leaders across health, education, social care, fire and rescue services and the police via my bi-monthly Borough Partnership meeting to ensure that we are sharing information and working collaboratively in preparation for 31 October.
- In line with London emergency planning standards, all Directors within my leadership team will be trained at Gold level and all Assistant Directors at Silver level so that Bromley can respond appropriately in the event of a local or London-wide emergency.
- Our business continuity arrangements across the Council will be subject to an internal audit in October. As part of this, business continuity plans across each service area will be reviewed to determine the effectiveness of our systems and plans to maintain essential business functions during and after an emergency.
- The Council is continuing its work on the Boundary Review in partnership with the Boundary Commission. The Boundary Commission is currently consulting on the proposed ward arrangements as part of the second stage of submission.

3. Empowering leadership, management and governance

- The realignment of the corporate leadership restructure took effect on 5 August further to the Executive report on 10 July. To facilitate the smooth implementation of these arrangements, a Directory of Services and Departments was issued in September to all Members, providing an overview of the functions of each department, the named LBB lead for key service areas and the relevant commissioned provider contacts as required. This document will be updated and reissued every six months so Members are sighted on any key changes.
- As Chief Executive, I will be meeting teams across all departments through a series of engagement sessions over the next six months to further consolidate my understanding of the business needs across the Council.
- The Council is refreshing the Corporate Plan for the borough. In line with 'Building a Better Bromley', this plan will be jointly owned by partners and will reflect the borough's vision for effective services that improve outcomes and promote independence for residents and service users. The plan is due to be delivered in spring 2020.
- The recruitment process for a permanent Director of Children's Services (DCS) and a Director of Adult Services (DASS) will begin in autumn 2019 and will be delivered with the support of Members.
- The Council has received a number of awards in recognition of its high-quality service provision. Bromley received an award for its work on pensions and treasury management at the annual Public Finance Awards, delivered in partnership with CIPFA.

4. Modern, efficient and flexible work environment

- We are rolling out a digitalisation project over the next six months to improve the Council's document management arrangements. A dedicated project manager will oversee a digitalisation project for our existing document archive, as well as a plan for the digitalisation of documents in the future. It is intended that this will coincide with the rollout of the upgraded Sharepoint platform to enable officers to effectively manage digitalised documents.
- We have rolled out revised smarter working policies to ensure that staff and managers understand our local arrangements to promote a modern and flexible work environment.
- We will be holding a full staff conference in November 2019 to ensure that colleagues across the organisation are engaged and informed on the Transforming Bromley agenda.
- We are undertaking a review of the Council's Contract Procedure Rules. The proposed changes, including the redrafted Contract Procedure Rules document once completed, will be subject to consultation with Members before a formal decision is sought in early 2020.

5. Effective resident engagement

- We held a loneliness summit on 21 June during National Loneliness Week to raise awareness and reduce stigma associated with loneliness and social isolation. This event was attended by over 120 delegates and was particularly effective in enabling local services and organisations to connect with groups at risk of loneliness, including older people, new mums and care leavers.
- We are working hard to improve our online Local Offer for children and young people who have SEND, as well as their carers and families, through the work of a dedicated Development Officer. In partnership with our parent carer forum, this work will ensure that our website is fit-for-purpose, easy to navigate and signposts families to services effectively.
- In partnership with the voluntary and community sector, the Borough Partnership is supporting the development of a new Volunteering Strategy to ensure a collaborative approach to raising the profile and uptake of volunteering in the borough.

6. Improving the public realm, maintaining our green spaces and promoting economic growth

- We rolled out the changes to our waste collection and street cleansing services across the borough on 16 September. We are closely monitoring the impact of these changes on residents and seeking to resolve any issues in a timely fashion.
- We are working closely with Greenwich Leisure Ltd (GLL), our library services provider, as they go to consultation with proposals for a new structure that will provide an appropriate staffing model. As part of this restructure, we are seeking to achieve a balance to ensure that libraries continue to successfully support vulnerable communities in the borough.
- We are closely monitoring the performance of APCOA, our parking services provider, following contract compliance issues in order to drive forward improved performance.
- We have submitted our Counter Terrorism Local Profile which contributes to the wider London profile. Our local profile indicated no concerns for the borough in relation to local extremism and radicalisation.
- Further to a Food Standards Agency (FSA) audit of our food safety service in April 2019, the key findings were published in September 2019 and identified that the Council has made significant progress in implementing our local action plan. We are committed to reducing the number of overdue inspections at newly registered businesses and we have a detailed plan to address this issue.
- Through Bromley Safer Partnership, we have updated our local knife crime and serious violence action plan for Bromley. Initial feedback from London Councils has identified that we have strong enforcement and diversionary work in place to reduce levels of local knife crime and serious violence, as well as effective partnership working with a wide range of communities, including local businesses.
- Further to the Planning Advisory Service report, a service improvement plan on the recommendations is in place and is being monitored by Development Control Committee.

7. Flexibility, independence and choice in service delivery

- The Ageing Well Strategy was recently endorsed by Members. The strategy sets out how we will ensure that older people retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector, as well as services from health partners and the Council.

8. Prioritising the health, safety and wellbeing of residents

- The Housing Strategy for 2019 – 2029 to support the Council's housing priorities out for consultation and due to be published in late 2019
- The London Borough of Bromley and NHS Bromley CCG recently underwent a two week Ofsted/Care Quality Commission (CQC) local area inspection of SEND services for

children and young people in Bromley. The inspection report is due to be published in November 2019 and will inform the ongoing improvement journey for the implementation of the SEND reforms in the borough.

- As the chair of the Youth Offending Service (YOS) Partnership Board, I am working closely with the Head of Service for Youth Support and Youth Offending Services and wider partners in the local area to continue our improvement journey ahead of our anticipated Youth Offending Services (YOS) inspection, which is due within the next year.
- We are commissioning a new 0-19 public health nursing service, which will incorporate the 0 – 4 health visiting service, the family nurse partnership and health support to school services, ensuring a more seamless service offer for children and young people.
- The realignment of NHS Bromley CCG is on track. Bromley CCG will be merging with five other south east London CCGs to create an overarching South East London CCG in April 2020. As part of the OneBromley vision to develop a local health and care partnership, a place-based programme board will be established to ensure that local priorities can be identified and managed within Bromley. While there will be a joint plan for health and social care integration, no further financial integration is proposed outside existing joint and pooled budgets such as the Better Care Fund.
- As part of our arrangements to better integrate health and social care commissioning at the local level, we have proposed the appointment of a joint senior post to manage commissioning, contract management and brokerage for adult social care, children’s services and NHS community services.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

In line with the Transforming Bromley Roadmap, the Adult Social Care workstream and the Children’s Services and Education workstream of the Transformation Programme, as well as the strategic priority on “Prioritising the health, safety and wellbeing of residents” aim to ensure that vulnerable adults and children are kept safe from harm in Bromley as part of the Transforming Bromley agenda.

5. POLICY IMPLICATIONS

Through the Transformation Programme, any proposals where a policy decision is required will be presented to Members. The specific implications of each proposal will be addressed in the associated report.

6. FINANCIAL IMPLICATIONS

Through the Transformation Programme, there will be transformation proposals with financial implications as part of the work to reduce the emerging budget gap. Each Transformation Programme workstream has a finance lead supporting the development of transformation proposals. Consequently, each individual proposal will outline cost implications for Members to enable effective decision making.

7. PERSONNEL IMPLICATIONS

The Professional Services workstream will look at professional services supporting both service departments and corporate functions, including looking at staffing capacity in the organisation. Each of the Transformation Programme workstreams has a HR lead supporting the development of transformation proposals. Consequently, each individual proposal will outline personnel implications for Members to enable effective decision making.

8. LEGAL IMPLICATIONS

Each of the Transformation Programme workstreams receives support from legal services as part of the development of transformation proposals. Consequently, each individual proposal will outline legal implications for Members to enable effective decision making.

9. PROCUREMENT IMPLICATIONS

Through the work of the Transformation Programme, each Transformation Programme workstream will have the support of a procurement lead to develop transformation proposals.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	Transforming Bromley Report to Executive – 10 July Transforming Bromley Roadmap 2019 - 2023